



# WELCOME!

## CONFERENCE REMINDERS

- CEU attendance will be taken by the collection of Evaluations at the end of class. You **MUST** fill out an evaluation if you would like CEU credit
- The Evaluations help FRPA gather feedback for speakers and future education. Everyone is encouraged to complete one.
- Please leave seating in all classrooms and General Sessions as it is upon entry as these are in place per safety protocols.
- Follow current Conference mask, safety, and physical distance protocols at all times.
- Keep your personal pen handy to cut down on sharing writing devices (and germs!).
- Respect the comfort of others by judging your interactions based on what color wristband they have chosen.



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YOUR  
POTENTIAL**

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**Systemic Change  
is Necessary:**

*Learn, Recharge and Pivot*



# Learning Objectives

1. Discover how short- and long-term planning can help your community stay relevant to residents' needs and desires
2. See why planning is critical and how to “learn” your community
3. Recognize the relationships and impacts between departmental attitudes the effective delivery of recreation services



# Robert Hunter

Director of Parks and Recreation

[rhunter@coralsprings.org](mailto:rhunter@coralsprings.org)





# Jay Walsh

Aquatics Administrator

[jwalsh@coralsprings.org](mailto:jwalsh@coralsprings.org)





# Andrew Schwartz

Studio Director,  
Environmental Planning and Design  
[andrewschwartz@epd-pgh.com](mailto:andrewschwartz@epd-pgh.com)



# Presentation Overview

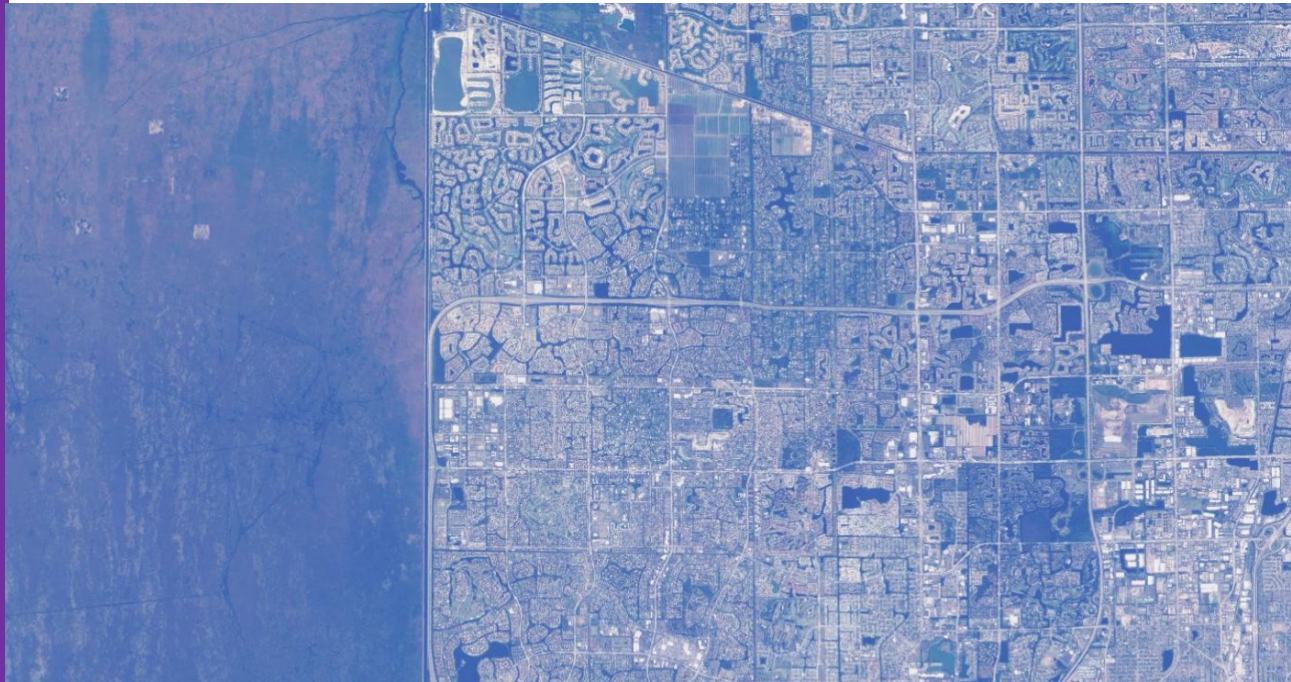
## What We're Going to Cover Today

- History of the City's Park System and Community Changes
- A Draw for Local, Regional and International Visitors and Users
- The Park Master Planning and Community Engagement Process
- Highlights of the Needs Assessment and Department Evaluations
- Key Improvement Recommendations and Concepts
- Important Organizational and Operations Changes
- "Lessons Learned" and the "Biggest" Implementation Challenges to Date



# **Park System History and Community Changes**

## City Context

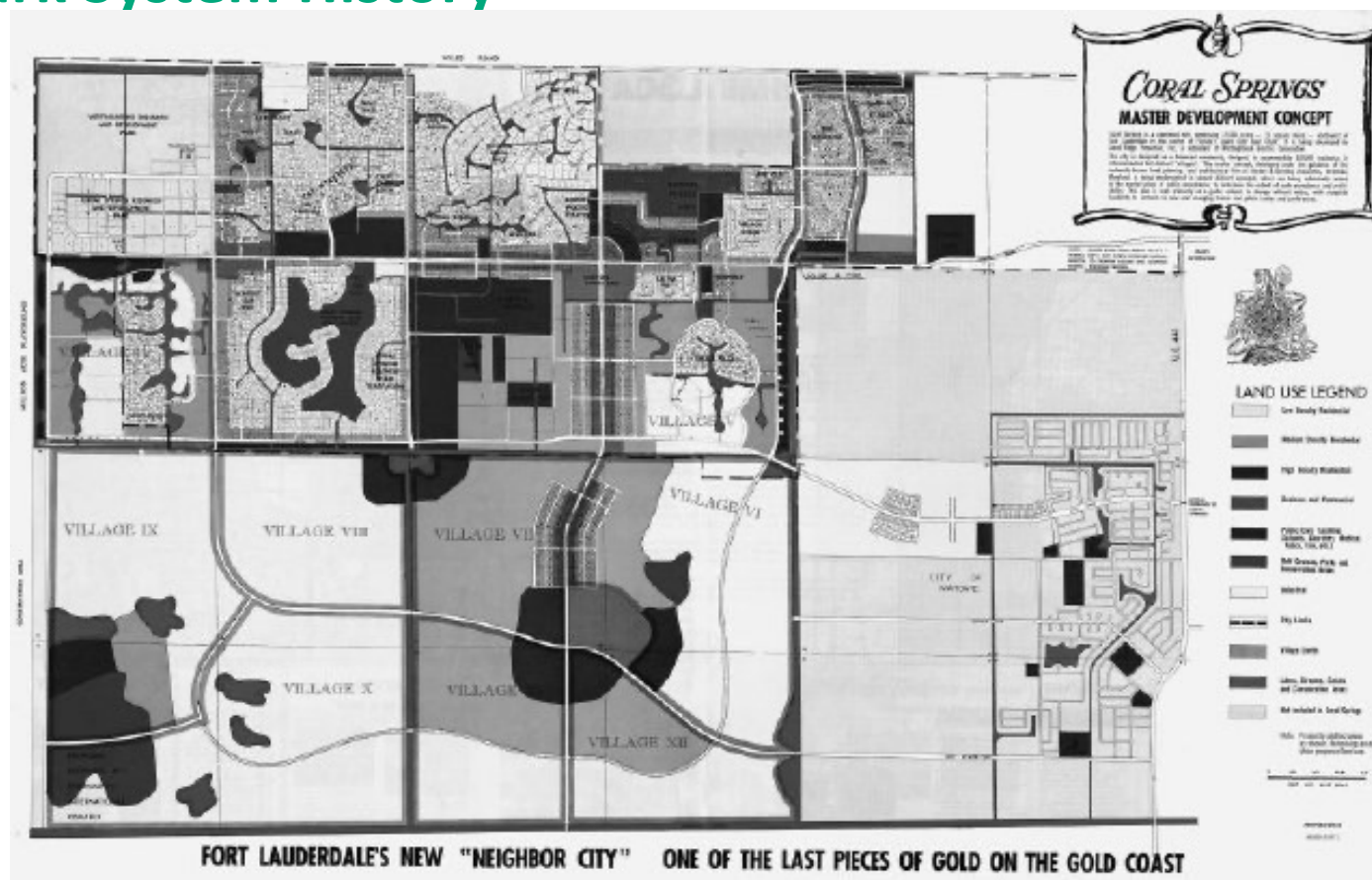


## City History

- Coral Springs was one of Florida's first master planned communities. It was originally planned by Westinghouse Communities in the 1960's
- The master plan contemplated a 'complete' city – roads, schools, parks, trails and open space were apart of the long-term vision
- The largest period of growth occurred between 1980-1990
- Since the community had been master planned by a developer and that its park system was contemplated from the beginning, the newly incorporated City never felt a need to create a plan for its park system



## Park System History



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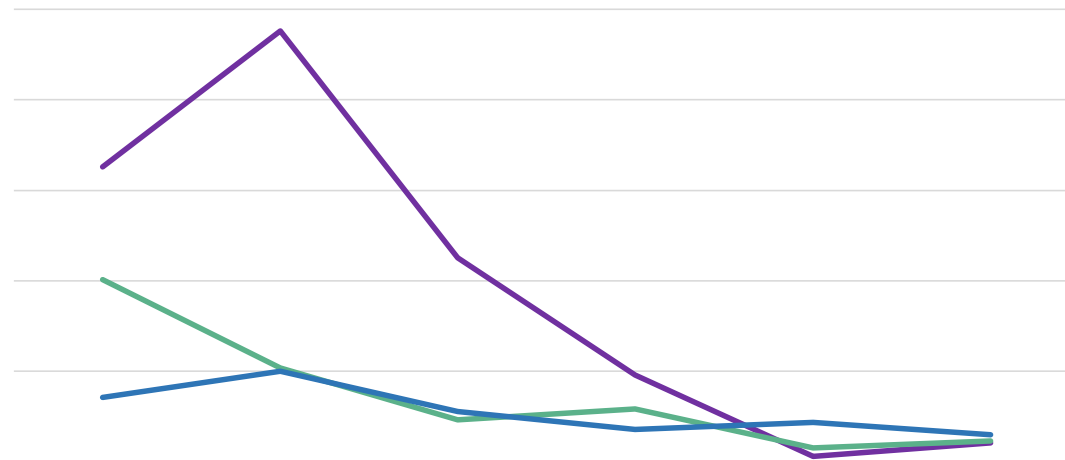
## Park System History



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# Change in the Community Complexion

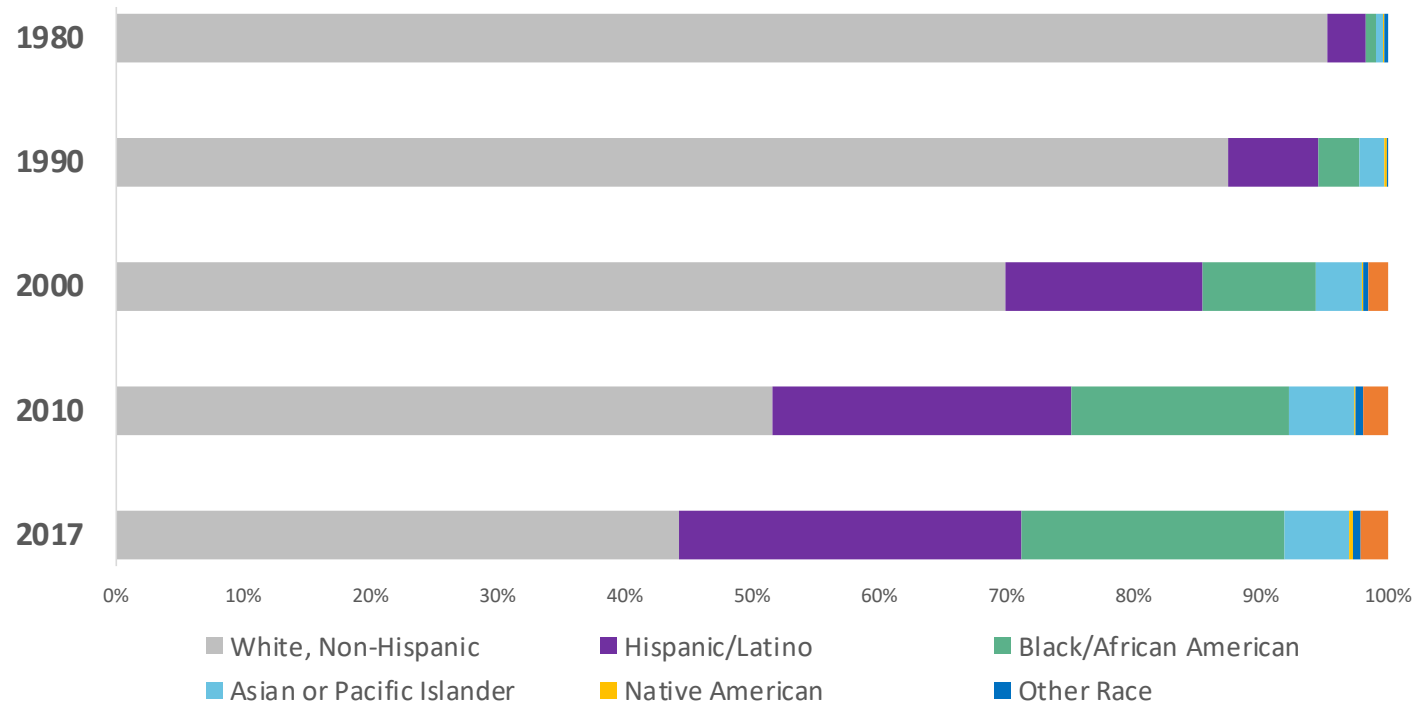
Population Growth (% Change)



	1960-1970	1970-1980	1980-1990	1990-2000	2000-2010	2010-2020
Coral Springs	163%	238%	113%	48%	3%	11%
Broward County	101%	52%	23%	29%	8%	12%
State of Florida	36%	50%	28%	18%	22%	15%

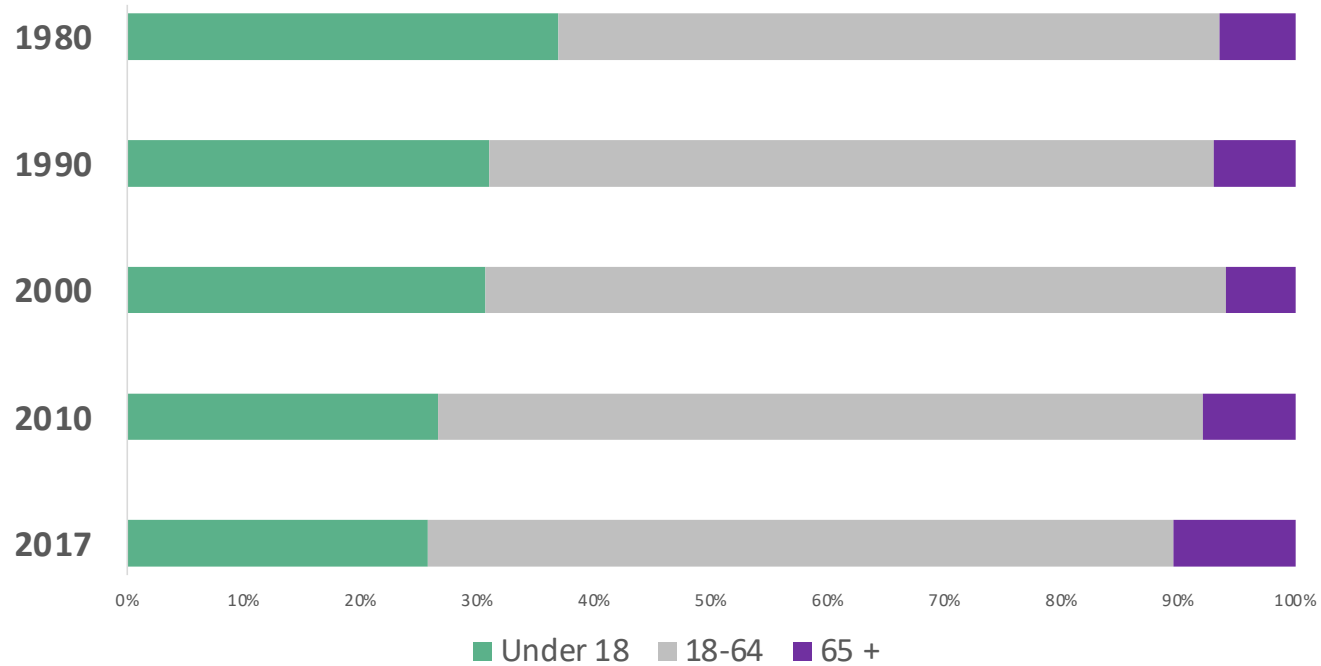
# Change in the Community Complexion

## Race and Ethnicity



## Change in the Community Complexion

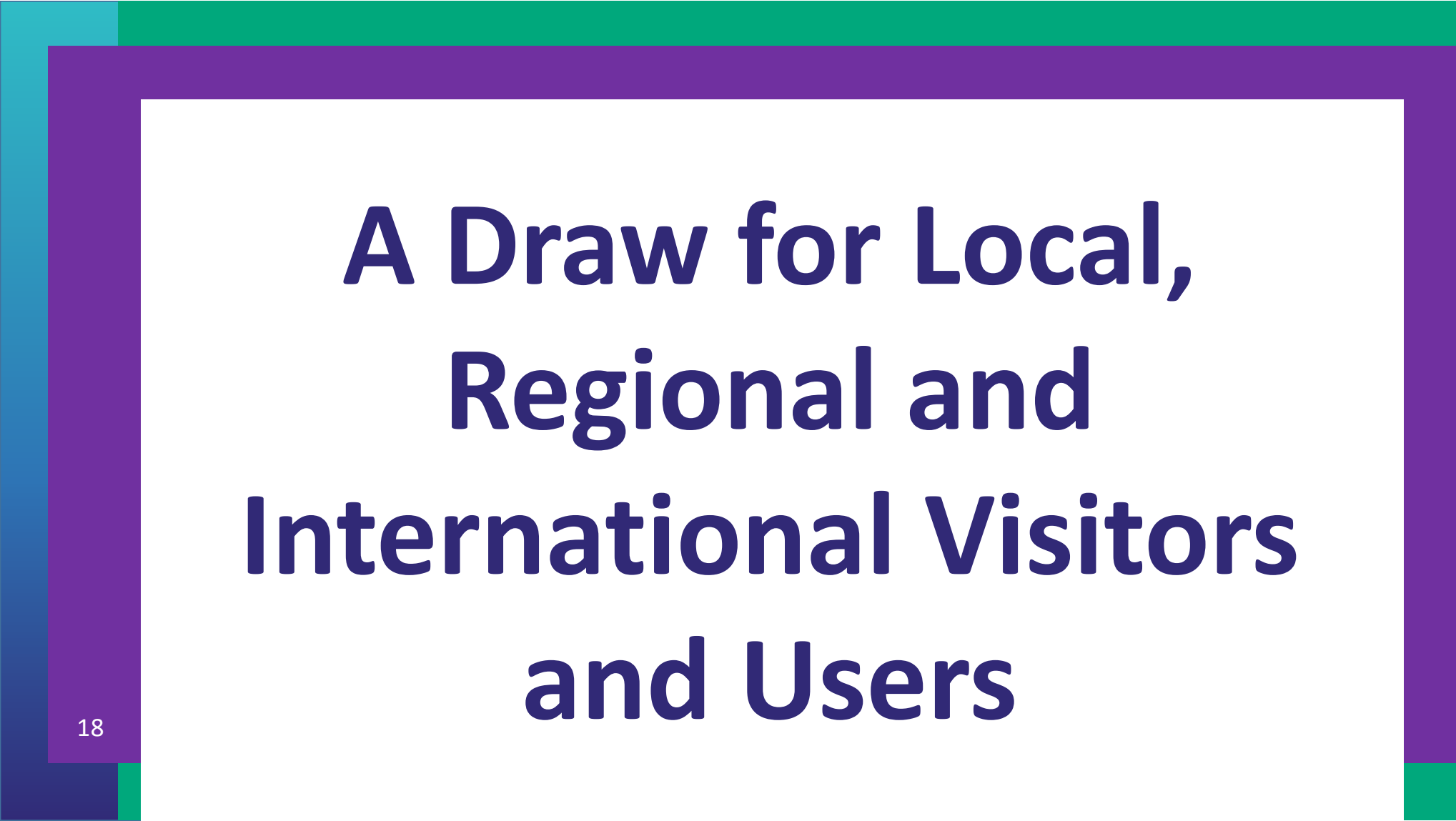
Age



## Factors That Led to the Master Planning Effort

- #1 Park amenities and programs were becoming “tired” and less attractive
- #2 The community’s needs evolved but our park and recreational offerings did not
- #3 The department did not look at our services from the customer service perspective





# **A Draw for Local, Regional and International Visitors and Users**

## A Snapshot of Our City's Attractions



# A Snapshot of Our City's Attractions

## Regional Park

1. Sportsplex at Coral Springs

## Community Parks

2. Mullins Park
3. Cypress Park
4. North Community Park

## Environmentally Sensitive Lands

5. Red Lichen Sanctuary
6. Pine Flats Preserve
7. Sandy Ridge Sanctuary

## Neighborhood Parks

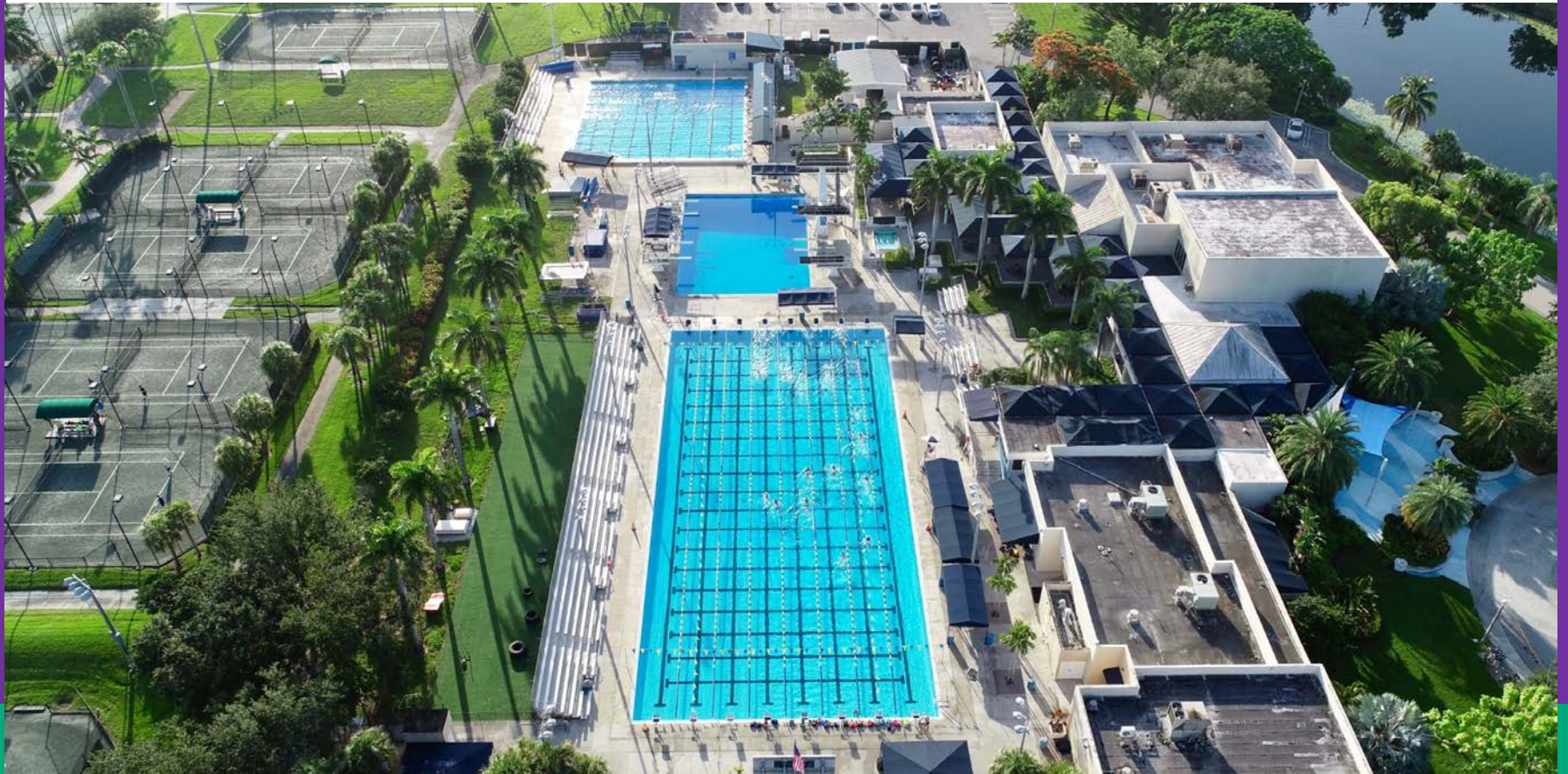
8. Cypress Gateway Preserve
9. Lions
10. Poinciana
11. Betti Stradling
12. Windings
13. Chevy Chase North
14. Castlewood
15. Shadowwood

15. Three Friends
16. Forest Hills
17. Sherwood Forest
18. Kiwanis
19. Three Mountains Natural Area
20. Oakwood
21. Whispering Oaks
22. Richard D. Petrillo
23. Ralph Diaz Memorial
24. Dede Gilmore Memorial
25. Countrywood
26. Cypress Hammock/Orchid
27. Riverside
28. Veterans
29. Lakeview
30. Jaycee
31. Paul Britton
32. Fern Glen
33. Volunteer
34. Paul Barre Memorial

35. Turtle Run
36. Tall Cypress
37. Eagle Ridge
38. Pine Glen
39. Running Brook Hills
40. Chevy Chase South
41. Windings Median
42. Forest Hills West
43. Ramblewood
44. Woodside Estates
45. Westchester Park
46. Pride Promoters
47. Whispering Woods
48. Village Green



## Examples of Our Park and Recreation Amenities



## Examples of Our Park and Recreation Amenities



## Examples of Our Park and Recreation Amenities



## What Makes Us Unique

### Aquatics

- Coral Springs began development of its aquatics facilities, programs and reputation in 1991; today, the City is a national/international destination for swimming, diving, water polo and synchronized swimming; 12 Olympians have trained in Coral Springs
- Unique combination of fitness/training and specialized facilities training for short and long courses)
- Attract teams from warm climate places as much as cold climate locales
- Customer service is unparalleled – easy to deal with/ accommodating; and the pool is fast



## It's Not Just Aquatics

### Gymnasium

- The floating floor is NBA-quality and attracts state and national caliber tournament play

### Arena

- Currently home to the Florida Panthers practice facility

### Surf Park

- Attracted the largest outdoor surf park on the Atlantic coast; the venue is being developed adjacent to City's regionally-oriented Sportsplex



## It's Not Just Aquatics

### Tennis Center

- Professional women's clay events
- Television accommodations



## What Does This Mix Mean for the City and Department

### Challenges

- Staying up-to-date
- Reserving/allocating resources to make improvements/updates
- Quantity of hotel rooms and quality of accommodations

### Benefits

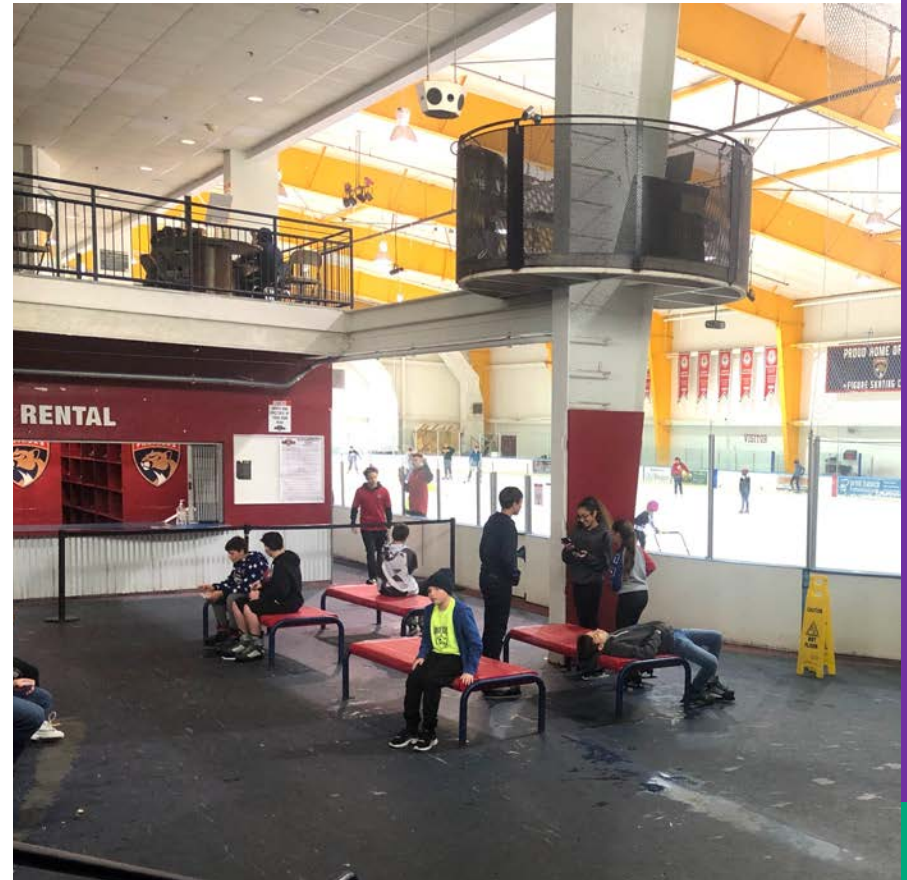
- Economic development – 48 out 52 weeks *(from 2011-2021)*
- Residents get world-class facilities and reserved/dedicated time



## What Does This Mix Mean for the City and Department

### Benefits

- Community recognition and reputation - marketing and promotion (e.g. Coral Springs is better known outside of Florida than in Broward County)
- In some cases, the facilities allow cost recovery to jump from an industry norm of 30% to over 70%



# Questions/ Discussion

# **Master Plan and Community Engagement Process**

## Areas of Emphasis in the Master Plan Effort

- Comprehensive Existing Conditions and Available Data Assessment
- City-wide Engagement with Residents (in-person and virtual)
- Facility Evaluations – amenities, accessibility, upkeep, etc...
- Programming Summary
- Community Needs Assessment
- State and National Benchmarking (staffing, spending, use, etc...)
- Stakeholder, Focus Group and Departmental Outreach
- Administrative and Operational Evaluations
- Maintenance Practice Assessments
- Recommendations and Actions



# Timeline

120 days

## Initial Review/Assessment of Existing Conditions and Conceptual Ideas



### Deliverables

1. Initial Project Goals
2. Inventory and Evaluation of Park System/Open Space
3. Inventory and Evaluation of Recreation Programs
4. Initial Evaluation of Funding Sources for City Facilities and Programs

### Outreach

- (4) Parks and Rec/Staff Coordination Meetings
- (4) City Leadership 1 Meetings
- (2) City Leadership 2 Meetings
- (30) Key Person Interviews
- Public Inquiry/Engagement
- On-going Parks and Recreation Dept./Staff Coordination

60 days

## Solidify Preferred Concepts and Plan Direction



### Deliverables

1. Refined Project Goals
2. Final Analyses
3. Additional Evaluation of Funding Sources
4. Projection of Future Needs for Facilities, Personnel, and Programs
5. Detailed Recommendations
6. Implementation Strategies

### Outreach

- (2) Parks and Rec/Staff Coordination Meetings
- (2) City Leadership 1 Meetings
- (2) City Leadership 2 Meetings
- (10) Key Person Interviews
- (1) Public Meeting
- Public Inquiry/Engagement
- On-going Parks and Recreation Dept./Staff Coordination

90 days

## Working Drafts for Staff Review



### Deliverables

1. First Working Draft
2. Second Working Draft

### Outreach

- (2) Parks and Rec/Staff Coordination Meetings
- (1) Public Meeting
- Public Engagement Executive Summary
- On-going Parks and Recreation Dept./Staff Coordination

60 days

## Public Review



### Deliverables

1. Final Draft for Public Review

### Outreach

- (2) Parks and Rec/Staff Coordination Meetings
- (1) Public Meeting
- Public Inquiry/Engagement
- On-going Parks and Recreation Dept./Staff Coordination

30-90 days

## Final Wrap-Up



### Deliverables

1. Final Report for Formal Adoption/Acceptance

### Outreach

- Plan Adoption
- On-going Parks and Recreation Dept./Staff Coordination

Total Approximate Project Time

0-120 calendar days

120-180 calendar days

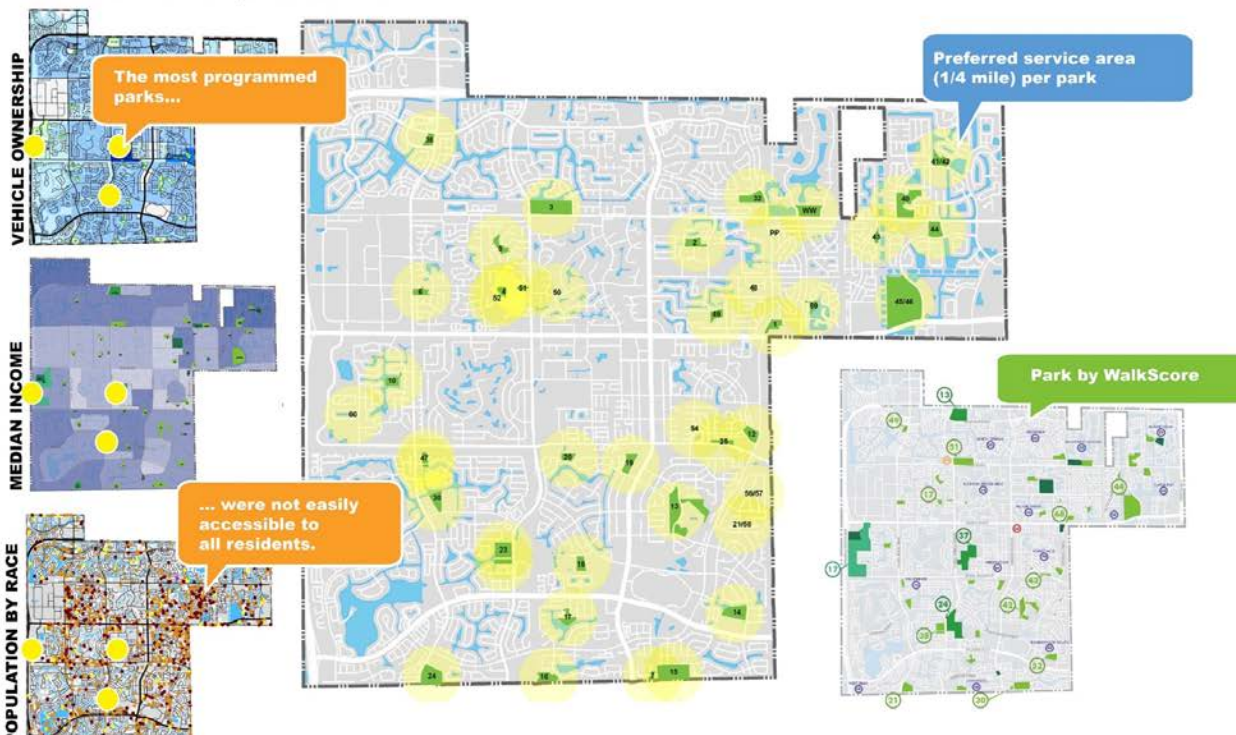
180 - 270 calendar days

270 - 330 calendar days

330-360/420 calendar days

# Examples of Analyses - Accessibility and Equity

EVERYTHING UNDER THE SUN | EQUITY AND INCLUSION



# Examples of Analyses - Maintenance

PERSPECTIVE OF PLAY



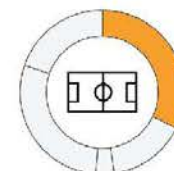
Neighborhood  
Park

Community  
Park

Specialty  
Facilities

## NORTH COMMUNITY PARK

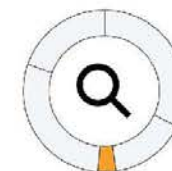
36.5 ACRES  
TOTAL HRS: 802.5



**FIELDS**  
300 hrs/month  
### hrs/day



**LANDSCAPE**  
181.25 hrs/month  
### hrs/day



**INSPECTION**  
37 hrs/month  
### hrs/day



**SANITATION**  
247.75 hrs/month  
### hrs/day



**OTHER**  
36.5 hrs/month  
### hrs/day

Stats Updated  
Jan 2020

HRS/FIELD/DAY : ###

## Community Engagement Process

- Used a multi-layered, multi-lingual, multi-user and multi-staged approach over a 9-month period of time
- Combination of face-to-face, antidotal conversation, statistically valid surveys, non-statistically valid questionnaires and focus group/key person interview insights
- Focused social media contact to the broadcast of FYI's, factoids and 'quick' response opinion polls
- Treated the public officials as stakeholders  
Asked the thoughts of the department staff that reside at the reception desks as well as those that maintain the parks on an everyday basis



## Examples of Outreach

Focus Groups – during COVID



# Examples of Outreach

## Established Community Events



### ENCUESTA DE CORAL SPRINGS

La ciudad de coral springs está desarrollando un plan maestro para hacer que todos los parques y sistemas de recreación sean aún mejor! Queremos oír de usted sobre cómo nuestra comunidad debe planificar nuestras futuras instalaciones, programas y cuidado de los recursos de nuestros parques y recreación. ¿Queremos escuchar de usted!



Encuesta: <https://www.PlayCoralSprings.org>



### CORAL SPRINGS SURVEY

The City of Coral Springs is developing a master plan to make its entire parks and recreation system even better!

We want to hear from you about how our community should plan for our future facilities, programs and care of our park and recreation resources.

Feel Free to Speak Up!

Online Survey: <https://www.PlayCoralSprings.org>



### SONDAJ CORAL SPRINGS

City Coral Springs nan meté kanpe-yon plan pou anbeli, modifike park nou yo, pou pak yo ka gen plis espas e-nan pi bel.

Nou ta renmen ou patisipe-lan voye bannou sijesyon, fe pwopozisyon pou nou ka ganyen pi bel park kap lan benefis kominote a. Pa esite, nap tann konsèy ou e-nap pran tout konsèy an konsiderasyon.

Sonda: <https://www.SpeakUpCoralSprings.org>



# Examples of Outreach

## Community Surveys

Home > Parks Master Plan > Sports/Athletics

### Sports/Athletics

Our household plays: (check one)

- ☐ On fields/courts within Coral Springs
- ☐ On fields/courts outside of Coral Springs
- ☐ On fields/courts within and outside of Coral Springs

If you visit Coral Springs parks for athletic field amenities which best describes your interest? [check one]

- ☐ League team sports as a player



# Questions/ Discussion

# Break

We'll Start Back Up in 10 Minutes

# **Needs Assessment and Department Evaluations**

## What Residents Expressed

### HOW WOULD YOU INVEST?



IF YOU HAD \$1,000  
TO INVEST IN  
CORAL SPRINGS' PARKS,  
HOW WOULD YOU  
ALLOCATE IT?

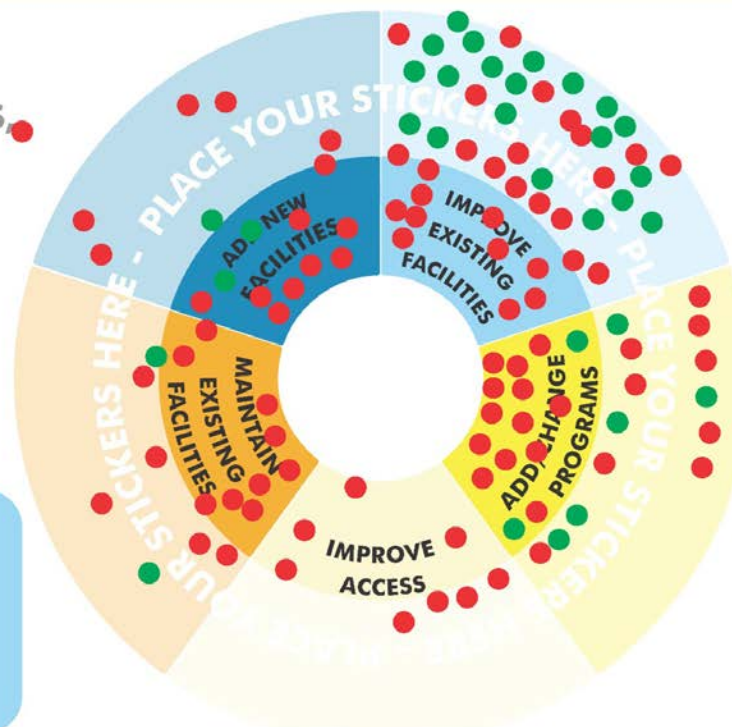
#### INSTRUCTIONS:

TAKE A STICKER AND PLACE IT IN  
THE AREA WHERE YOU WOULD  
INVEST YOUR MONEY.

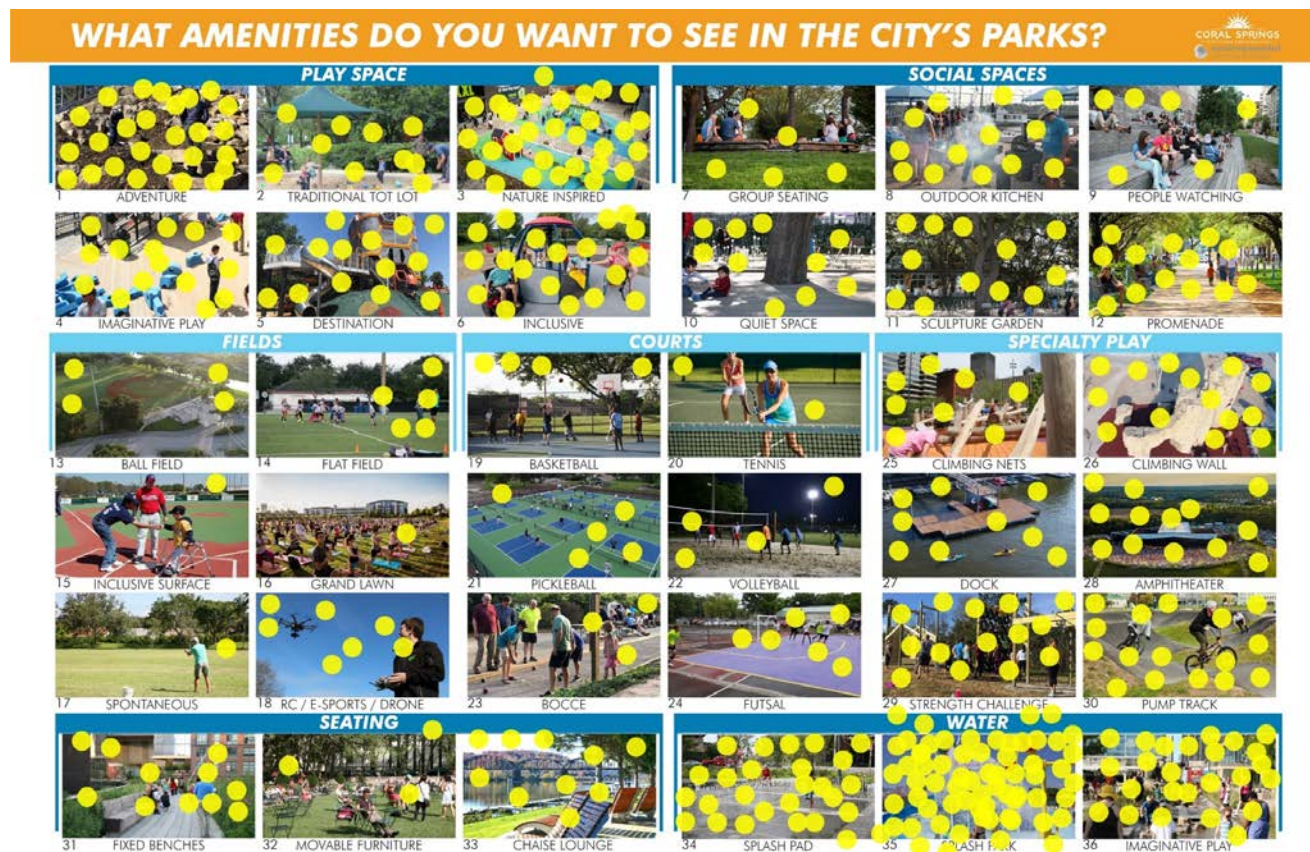
USE ONE  TO INVEST \$1,000

OR

USE TWO  TO INVEST \$500 IN TWO AREAS



# What Residents Expressed



## What Residents Expressed

PARKS AND RECREATION MASTER PLAN				
WHAT PROGRAMS WOULD YOU LIKE IN OUR CITY'S PARKS?				
ADULT	SENIOR	FAMILY	NATURE	THERAPEUTIC
 <b>A ARTS &amp; CRAFTS</b>	 <b>F BOARD GAMES</b>	 <b>K PHOTOGRAPHY</b>	 <b>P SIGHTSEEING</b>	 <b>U COURT GAMES</b>
 <b>B YOGA</b>	 <b>G TAI CHI</b>	 <b>L ARTS &amp; CRAFTS</b>	 <b>Q LEARNING</b>	 <b>V FIELD GAMES</b>
 <b>C WATER AEROBICS</b>	 <b>H WATER AEROBICS</b>	 <b>M GARDENING</b>	 <b>R TRAVELING</b>	 <b>W AQUATICS</b>
 <b>D FIELD GAMES</b>	 <b>I COURT GAMES</b>	 <b>N LOCAL EVENTS</b>	 <b>S WILDLIFE EDUCATION</b>	 <b>X GROUP ACTIVITIES</b>
 <b>E COURT GAMES</b>	 <b>J FITNESS CLASSES</b>	 <b>O ICE SKATING</b>	 <b>T WATER ACTIVITIES</b>	 <b>Y FITNESS CLASSES</b>



## What Residents Expressed

- Focus on non-athletic space and programs that is suitable for family use individual enjoyment, adults, seniors and fitness.
- More opportunities to engage in personal recreation or nature-based experiences.
- More customization of programs/activities based on broader age capabilities and time availabilities.
- RELAXATION IS RECREATION.



## Other Trends to Consider

- A competitive trend with private commercial recreational providers has emerged in the field
- Americans are shifting away from organized sports and programs to more individualized experiences such as adult fitness, eSports, wilderness adventure, natural water sports, etc...
- Technology in the parks and recreation world: beacon counters/geofencing, Cloud monitoring, GPS, GIS, infield work orders, drone surveillance, etc...



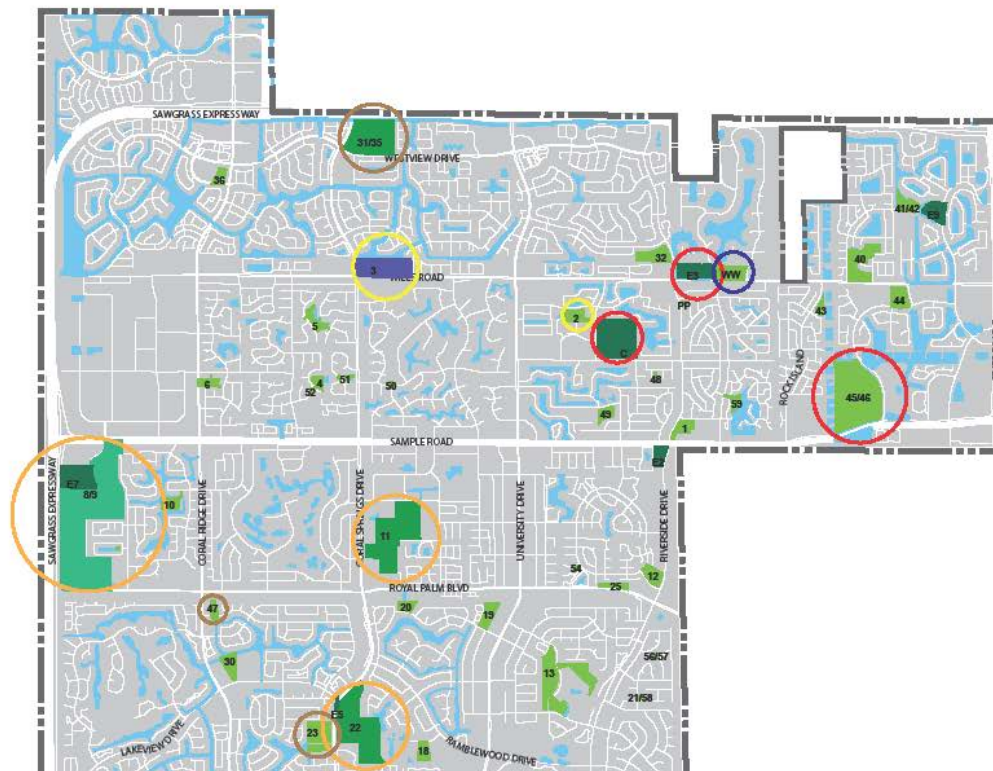
## Other Trends to Consider

- Access to nature/"unplugged" experiences is rapidly rising
- Increasing focus on aging, wellness, fitness but with an emphasis on '8 to 80' philosophies
- There is another growing trend for recreation opportunities where humans can directly interface with animals: dog parks have led to activities like goat/cat/dog/pig yoga



# Important Findings

## Facilities – Universal Accessibility



### ADA - FOCUS



#### Sampling of park opportunities

- Regional Park**  
8/9. Sportsplex at Coral Springs
- Community Parks**  
11. Mullins Park  
22. Cypress Park  
31/35. North Community Park
- Environmentally Sensitive Lands**  
A. Red Lichen Sanctuary  
C. Sandy Ridge Sanctuary
- Proposed Community Parks**  
3. Ben Stradling  
24. Riverside
- Proposed Neighborhood Parks Active**  
2. Pointlana  
23. Cypress Hammock/Orchid  
47. Eagle Ridge  
WW. Whispering Woods
- Proposed Neighborhood Parks Passive**  
15. Three Mountains Natural Area  
45/46. Tall Cypress

## Important Findings

### Programming

- Programming had become stale; some programs were repeated year after year with no new variants or adaptations
- Cost recovery goals far exceeded the actual costs for many of the programs
- The Programming staff was under constant pressure to not only recover the program costs but to offset other department costs related to operations



## Important Findings

### Programming

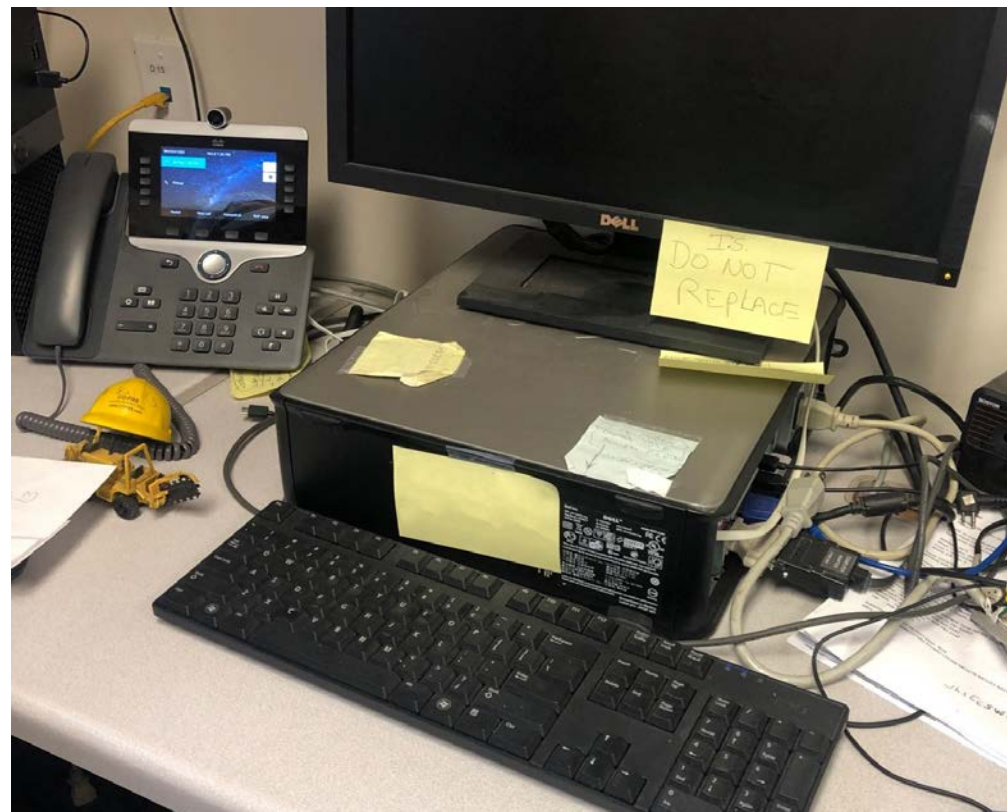
- The programming calendar had become skewed towards youth athletics and activities; the small amount of adult programming occurred during weekday day-time hours and had very little participation; this led to the conclusion that adults were un-interested. The Community Needs Assessment proved otherwise
- Some programs were offered only at specific parks and were scheduled when public transit was not available. This led to an inequity in resident participation and recreational access



## Important Findings

### Administration and Operations

- Operational and maintenance costs were not accurately tracked; so, there was no real understanding of actual cost
- No departmental processes, procedures, standards were documented



## Important Findings

Administration and Operations (cont.)

- When the City upgraded/enhanced technologies/systems in other departments, the Parks and Recreation Department never received similar upgrades
- Over the years, the department had become isolated from the rest of the City administration; Parks and Recreation was the only department NOT to have an office in City Hall
- 20-years of 'net neutral budgeting', nearly brought the Parks and Recreation Department to a 'breaking point' in terms quality, upkeep, diversity, visitor experience and sustainability



# **Key Physical Improvements and Programs**

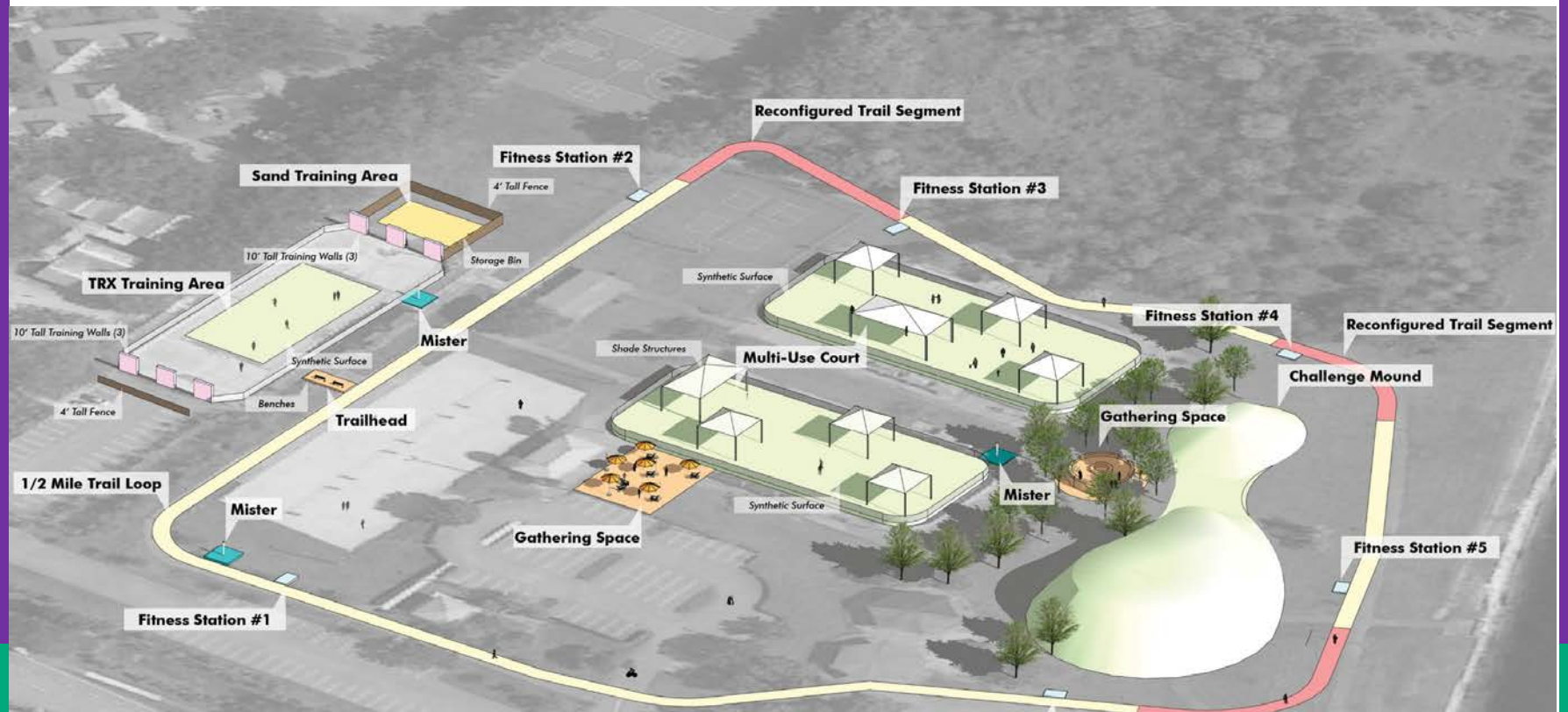
# Physical Improvements

Repurpose Past Investments - Interior



## Physical Improvements

## Repurpose Past Investments - Exterior



# Physical Improvements

Introduce Social Spaces



# Physical Improvements

Create New Recreational Experiences



## Programming Enhancements

- Added more adult programs to the program roster and offer classes during evening/weekends
- Developed a '50 in 50' wellness program track to attract adults
- Evaluated the feasibility of offering day-time indoor pickleball at the Gymnasium
- Introduced a late afternoon through evening shuttle route from key parks and facilities
- Established on-going nature-based programming tracks customized for varying age interests
- Created family-oriented programming tracks with mixture of competitive and non-competitive offerings

## Programming Enhancements



# Questions/ Discussion

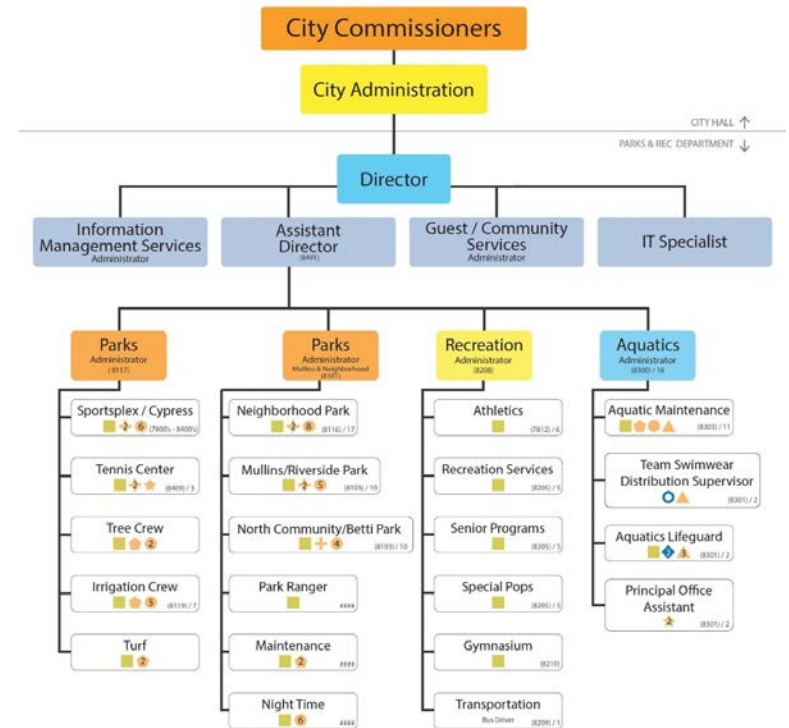
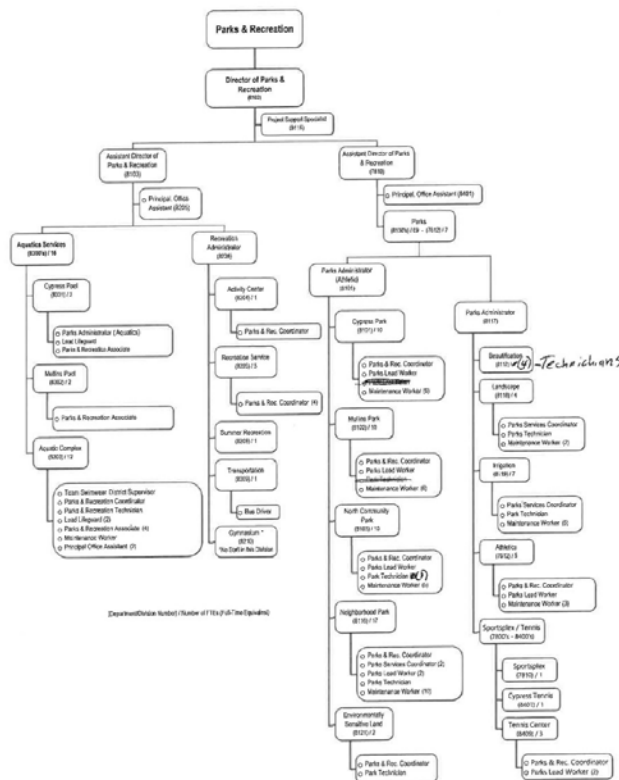
# **Important Organizational and Operational Changes**

## Organizational Changes

- Added staff persons with specific focuses on 'guest experience' and information/technology systems
- Made these new positions equivalent in importance to the Facilities/Programs managers
- Strengthened facilities by expanding the number of arborists and tree crews
- Restructured oversight of the park and recreation activities and personnel by restoring the Park Ranger position



# Organizational Changes



- LEGEND**
- Team Swimwear District Supervisor
  - Coordinator
  - Technician
  - Associate
  - Facility Worker
  - Office Assistant
  - Lead Worker
  - Lead Guard



## Operational Changes

- Created a digital system/process for tracking material, equipment, and staff costs at each facility; classify everyday wear and tear vs. maintenance vs. capital; categorize site, structure, spending and amenities spending
- Increased public and media outreach with an 'intentional messaging' strategy and schedule of announcements
- Updated routine maintenance manuals for the major/repetitive operations/activities
- Established a set of facility-specific maintenance procedures/manuals for each park; align standards based upon the park classification and expectations



## Overarching Take-aways

- #1 Systemic change means shifting the culture and philosophical foundation
- #2 Focus on the staff and desired outcomes as much as the park visitors
- #3 Be proactive as opposed to reactive
- #4 Recreation is more than athletics



# **“Lessons Learned” and the “Big” Implementation Challenges to Date**

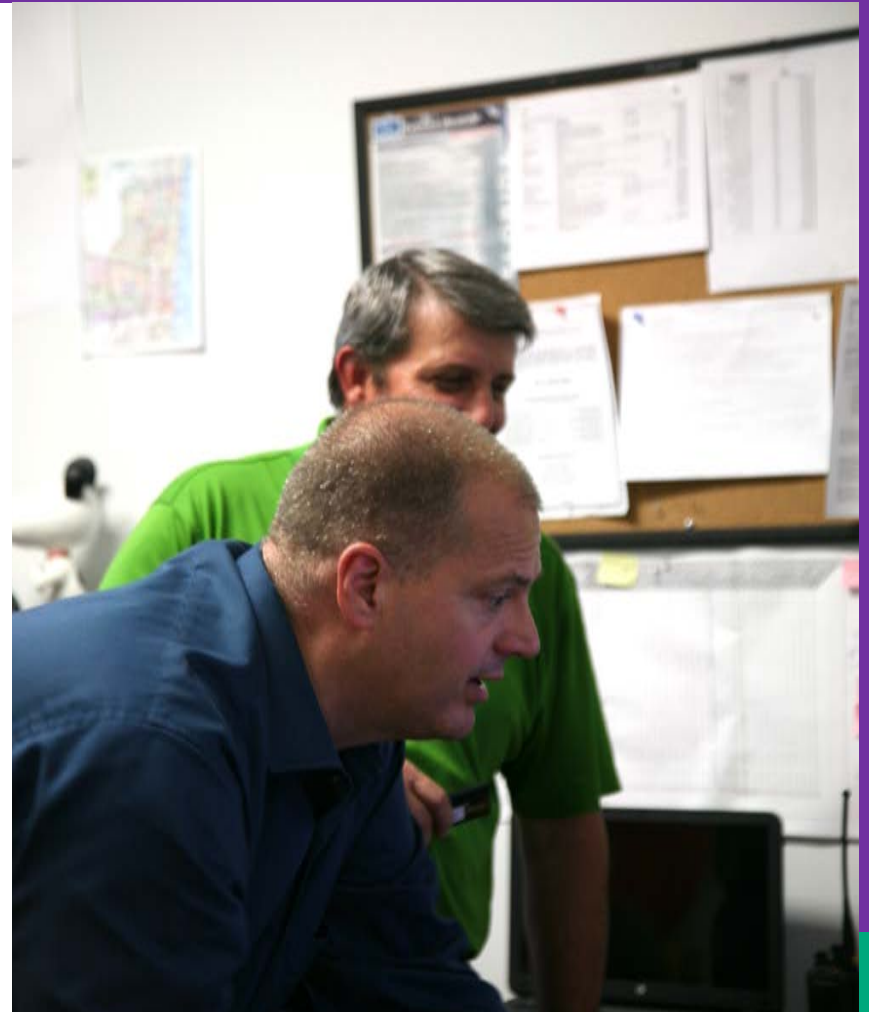
## “Lessons Learned”

- When changing the culture – beware of the backlash from the public
- Empower the staff to make decisions and to learn from the decisions
- Talk to partners directly before you implement major changes
- Face-to-face communication is important; leverage the chain to communication
- Transparency is essential; upfront, on-going and partnership



## “Lessons Learned”

- Be prepared for the clash between the ‘old’ and the ‘new’
- Allow the staff to do their job!
- Create a natural successional plan for staff growth, promotion and change
- Leverage the staff’s strengths and passions by putting them into a position of success



# Questions/ Discussion

# REIGNITE YOUR POTENTIAL

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& PARK ASSOCIATION

For more information about the Florida  
Recreation and Park Association visit [frpa.org](https://frpa.org)